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President Jimmy Carter
The White House
Washington, D.C.

Dear Mr. President:

The purpose of this letter is to present to you the attached document entitled The Boston Plan. The Boston Plan is comprised of 25 (?) projects requiring Federal assistance designed to attack our worst urban problems including employment, housing, crime, transportation, education, health, recreation, and energy conservation. The Boston Plan ties together these diverse projects in a coordinated approach which I believe will maximize the effectiveness of the resources -- particularly Federal funds -- applied to Boston's urban problems.

For almost ten years, now, I have attempted to grapple with the wide array of problems confronting Boston. The organization of government at the Federal, state and local levels has necessitated that, to-date, the approach to resolving urban problems has been, of necessity, somewhat compartmentalized. Three months ago in response to the new directions of your administration, such as the Urban Development Action Grants (UDAGs), I commissioned a special task force comprised of twenty of some of the most senior and experienced people in my administration. The goal of this task force was to produce a coordinated plan for attacking our worst urban problems by focussing on four high priority areas of the City and by cutting across, where necessary, traditional agency lines. Their mandate was to design an approach that, first of all, was achievable in as short a timeframe as possible and second of all, was consistent with Federal policies and programs, and met our own needs. From the Federal point of view, The Boston Plan not only will remedy many of the problems of one of the nation's vital cities, but also will serve as a model replicable by other cities around the country.

With some humility I think it fair to state that very few local administrations can offer the benefit of ten years' experience as is the case in Boston. I would suggest that both the planning approach we used in compiling The Boston Plan, as well as the critical importance of our success in remedying our problems, are of such import as to merit your interest and support. That is, what we are offering to do can serve as a model for other cities, and our ability to accomplish with Federal assistance what we have laid out for ourselves in The Boston Plan is vital to our very existence as a major, contributing entity to the nation.

I should also point out what The Boston Plan is not. It is not a comprehensive approach to resolving all of our urban problems. We have learned over the past ten years that such master plans look well on paper, but are seldom sufficiently practical to be of any real use in the administration of publicly funded programs. The Boston Plan focusses on four specific, geographical areas of our city and proposes projects in these areas of maximum benefit to the entire city. The Boston Plan is not designed to research new, optimum approaches to urban problems on a pilot basis; it is specifically designed to achieve results quickly and to maximize both public and private resources. Lastly, The Boston Plan will not remedy all our problems; for instance, it cannot fix our outdated tax base structure nor can it rectify the hardships imposed on our citizens by busing. The lesson I have learned is that as governmental administrators we cannot promise more than we can deliver, but we must be able to deliver programs that will achieve significant accomplishments.

Your personal support of our efforts is essential to our success and I hope our proposal for action on a broad front can be of assistance to your efforts in other cities.

Yours truly,

Kevin H. White, Mayor

